

Container Corporation of India

Accumulate



DOLAT ANALYSIS & RESEARCH THEMES
IN-DEPTH • PRECISE • ACTIONABLE

The ARA talks about the strategies and opportunities foreseen in medium to long term, future capex and expansion of geographical reach to neighboring countries. It is also eyeing new segments like warehousing, e-commerce, 3PL/ 4PL, distribution logistics, coastal shipping. Commencement of DFC will bring cost advantage, improved turnaround time along with rise in volumes and utilization through more double stack trains. However, the last one year has been tough with SEIS income provisioning, shocker on land license fees, and a 20% volume de-growth in FY21 in the wake of COVID-19 situation.

FY20 was a tough year, so is FY21

FY20 saw a volume dip of 2% vs 8%/14% growth in previous two years. CONCOR terminals were nominated as extended gates for JNPT and Chennai Port to decongest the ports and to avoid road movement of containers to bare minimum. The EXIM/Domestic originating volumes declined by 9%/2% YoY. It also lost market share of ~6-7% YoY in the rail container market driven by loss of share in EXIM segment. Apart from volume headwinds, it also saw one time SEIS provisioning of Rs 8.6Bn during FY20. FY21 also continues as a tough year with the company guiding for a 20% volume decline due to Covid-19.

Land License Fee- an overhang

The Railway Ministry has demanded Rs 7.8Bn as Land License Fee for FY21 for the Okhla and Tughlakabad Terminals of CONCOR at Delhi. However, company believes that demand is not as per the Railway's extant policy. Rs 1.2Bn have been provided in Q1FY21 and it expects this amount at Rs 4.5Bn for FY21. With the recent change in the Railways method for charging LLF at 6% of value of land it has surrendered 15 terminals which were built on the Railways' land. The impact is insignificant as revenue contribution from these terminals was 4%. Volume from the other terminals been shifted to nearby terminals. Post this, the company operates its business from 63 terminals, out of which 59 are its own terminals and it has entered into 4 Strategic tie ups for various locations.

Capex higher versus previous years

The company spent Rs10.5Bn vs the average of Rs 7-9Bn in the previous five years mainly towards development/expansion of terminals, acquisition of wagons, handling equipment's and IT Infrastructure. Further it has contractual commitment for the acquisition of the property, plants and equipment's for ~Rs13Bn vs ~Rs 7.8Bn YoY. The company has guided for Rs 5Bn capex for FY21 in its concall.

Gearing for the future opportunities

CONCOR has started First Mile Last Mile (FMLM) connectivity for providing End to End Logistics solutions to the customers through its subsidiary. (2) CONCOR and JSC RZD Logistics of Russia have signed the service agreement for transporting containerized cargo through International North-South Transport Corridor (INSTC). (3) Conducted trials on agriculture produces for Value addition and introducing the technology of Ice Battery from Japan. (4) CONCOR is setting up a new Multi Modal Logistics Park at Manawala/ Amritsar. (5) It plans to commission three facilities / MMLPs in phased manner at Mundra and Dahez (Gujrat) and Jajpur (Odisha) in FY21. Further company eyes the benefits of the upcoming segments like warehousing, e-commerce, 3PL/ 4PL, distribution logistics, coastal shipping. It also states that the commencement of operations on Dedicated Freight Corridors (DFCs) in future will bring cost advantage, turnaround time with rise in volumes and utilization through more double stack trains. We believe the company will be biggest beneficiary of the project.

CMP	Rs 375
Target / Upside	Rs 440 / 17%
BSE Sensex	38,220
NSE Nifty	11,278

Scrip Details

Equity / FV	Rs 3,046mn / Rs 5
Market Cap	Rs 229bn
	US\$ 3bn

52-week High/Low	Rs 666/Rs 263
Avg. Volume (no)	26,72,150
NSE Symbol	CONCOR
Bloomberg Code	CCRI IN

Shareholding Pattern Jun'20(%)

Promoters	54.8
MF/Banks/FIs	13.0
FIIIs	26.7
Public / Others	5.2

Company Relative to Sensex



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Annual Report Macro View

Particulars			
Key Management	Shri. V. Kalyana Rama continued to remain Chairman/MD of the company		
	- Shri Pradip K. Agrawal (Director) and Shri Sanjay Swarup (Director) retire by rotation, offers themselves for the reappointment. - Shri Ashutosh Gangal who was appointed as a Director (Government Nominee) by the Ministry of Railways was appointed as company Director - Shri Jaya Sankar M. K. was appointed as non-official independent Director by the Board w.e.f. 30th July 2019 for a period of 3years.		
Board of Directors	- Shri Kamlesh Shivji Vikamsey and Shri Sanjeev S. Shah were re-appointed as non-official independent Director w.e.f. 01.04.2019 for a period of 1 year by the Board on 31st July 2019 upto 31st March 2020 - Shri Sanjay Bajpai, Govt. Nominee Director (upto 26th January 2020) - Shri Piyush Agarwal, Govt. Nominee Director (w.e.f. 27th January 2020 upto 31st March 2020) - Shri Sudheer Kumar, Govt. Nominee Director (w.e.f. 11th May 2020 upto 30th June 2020)		
Credit Rating	Long term Non-Fund based Bank Facilities(Rs 4.62Bn) – CARE: AAA; Stable		
Auditors	M/s. S. N. Nanda & Co., Chartered Accountants, New Delhi		
Pledged Shares	No pledge shares		
Key Holders	Category of Shareholder (%)	FY2019	FY2020
	A. Promoters	54.8	54.8
	B. Public Shareholding		
	1. Institutions:	40.7	40.6
	a. Mutual Funds	6.2	8.6
	b. Banks/FI	0.0	0.0
	c. Alternative Investments Funds	0.0	0.2
	d. Insurance Companies	5.8	4.8
	e. FII & FPI	28.5	26.8
	f. State Govt	0.1	0.2
	2. Non-Institutions:	4.5	4.7
	a. Bodies Corp.	1.5	1.0
	b. Individuals	2.0	2.5
	c. Others	-	-
	C. Shares held by Custodian for GDRs & ADRs		
	Total	100.0	100.0

Key Takeaways from the MD&A

Muted Volume growth performance during FY20

Indian Railways originating loading of cargo dropped by 1% YoY to 1,210 MT from 1,223 MT in FY19. The originating containerized cargo transported by rail reported 2% YoY growth from 60.1 MT in FY19 to 61.2 in FY20. The containers handled at the ports registered 6.8% YoY growth from 15.4 mn TEUs in FY19 to 16.5 mn TEUs in FY20. The company operates mainly in 2 segments namely EXIM and Domestic. Both the divisions of the company are engaged in handling, transportation & warehousing activities. During FY20, CONCOR handled 3.75 mn TEUs and transported 40.43 MT of cargo volume by rail. CONCOR's EXIM segment which forms 84% of volumes saw a marginal drop of 2.8% YoY while Domestic segment witnessed 1.5% YoY growth. Company completed one year in Coastal Shipping and transported 28,186 TEUs. During the year CONCOR transported around 40.4 MT over an average lead of around 840 km using rail infrastructure for transportation of containers. CONCOR saw a rise in export of commodities such as Aluminum Alloy, Food Items, Medicines, Machines, Non Haz. Chemicals, Iron Artware while import of commodities such as Auto Parts, News Print, Furniture, Solar Module, Aluminum Scrap and Polyester Goods increased.

Exhibit 1: Volume break-up

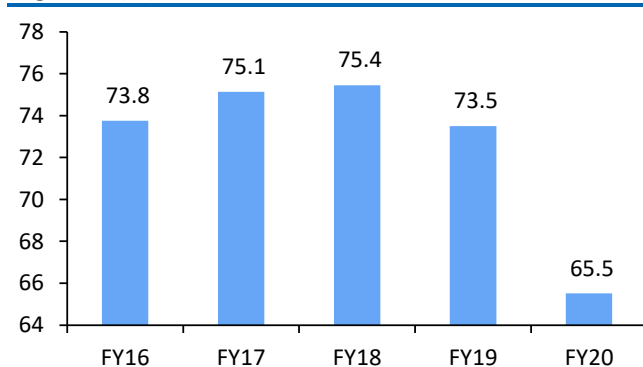
Particulars	FY16	FY17	FY18	FY19	FY20
EXIM Volumes (Teus)	24,75,868	26,41,695	30,01,948	32,45,259	31,54,596
Domestic Volumes (Teus)	4,48,178	4,60,516	5,29,952	5,84,160	5,93,162
Total volumes (Teus)	29,24,046	31,02,211	35,31,900	38,29,419	37,47,758
EXIM Growth YoY (%)	-5.6	6.7	13.6	8.1	-2.8
Domestic Growth YoY (%)	-8.4	2.8	15.1	10.2	1.5
Total Growth (%)	-6.0	6.1	13.9	8.4	-2.1
EXIM Share (%)	84.7	85.2	85.0	84.7	84.2
Domestic Share (%)	15.3	14.8	15.0	15.3	15.8
Total share (%)	100.0	100.0	100.0	100.0	100.0

Source: Company, DART

Market share drops sharply in EXIM while gains in Domestic

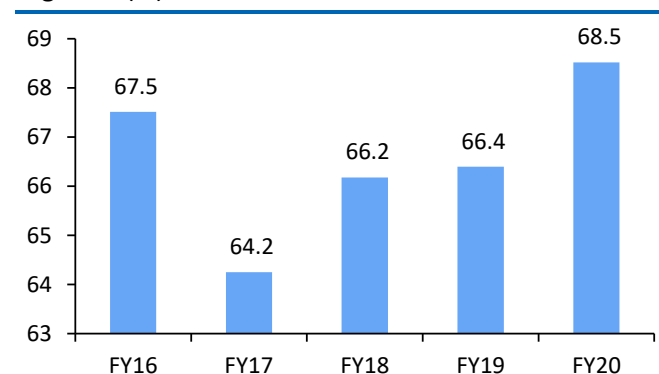
During FY20, **Concor's market share** dropped 650 bps YoY in container rail freight market, taking share to sub 70s to 66% vs 72-74% in previous 5 years. This sharp drop was on account of similar drop in EXIM segment to 66% vs 74% YoY, while domestic segment market share improved by 200bps to 68.5%. **Originating volumes** in EXIM segment declined by 9% YoY to 32.68 MT in FY20 from 35.60 MT in FY19. While domestic segment witnessed marginal dip of 2% to 7.75 MT in FY20 vs 7.89MT in FY19.

Exhibit 2: Concor's market share trend in Exim segment (%)



Source: Company, DART

Exhibit 3: Concor's market share trend in Domestic segment (%)

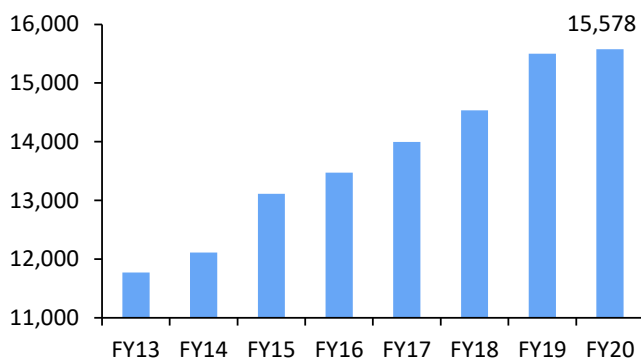


Source: Company, DART

Strong infrastructural capabilities

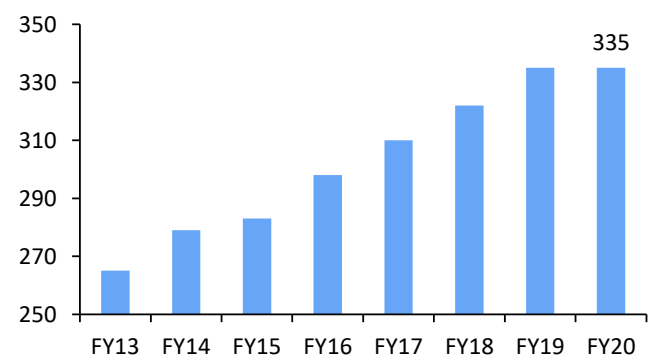
The company operates its business from total 63 terminals, out of which 59 are its own terminals (9 pure EXIM, 33 Combined Container, 17 pure Domestic) and has 4 Strategic tie ups for various locations. During FY20, 80 Bogie Low Longer (BLL) wagons were added to the fleet of CONCOR owned wagons taking BLC and BLL wagons to 13,497. 2,005 numbers of BLC wagons converted into Bogie Low Container Modified (BLCM) rakes with increasing axle load capacity from 20.3T to 22T. Further, took 470 BLCM wagons for 10 years lease. Thus total wagons (BLC+BLCM+BLL+BKHN+BVZI) along with lease stood at 15,578. 25 Ton axle high speed BLCS wagons have been procured for the first time. During FY20, 5,601 TEUs were added in domestic container fleet while 289 containers were auctioned. Thus at end of FY20, the company had 30,994 (owned plus leased) containers. Further 11,600 high capacity containers of 34 Ton has been procured. 29 Reach Stackers (RSTs) were added to the existing fleet of owned 111 RSTs and 16 Gantry cranes.

Exhibit 4: Total Wagons (BLC+BLL+BKHN+BVZI)



Source: Company, DART

Exhibit 5: Total High speed wagon rakes



Source: Company, DART

Diversifying the geographies and verticals

As a part of overall strategy of expansion, CONCOR has entered into coastal shipping operations, Distribution Logistics, warehousing and Bulk movement of Cargo in Containers along with transportation of coal through Rail-Sea-Rail (RSR) mode, cement, aggregate, liquid cargo and auto. It has off shore presence in neighboring countries. The company is also setting up of private freight terminals, expanding through MMLPs set up along with DFC network. It has also started the increase in double stack haul, e-business, and Integrated Logistics & Manufacturing Zones (ILMZs) along with segments like air cargo and other value added services like labelling, palletization, bar coding, KYCL, cross-docking, wrapping, etc. Further, geographical diversification front, CONCOR has started First Mile Last Mile (FMLM) connectivity for providing End to End Logistics solutions to the customers through its subsidiary. (2) CONCOR and JSC RZD Logistics of Russia have signed the service agreement for transporting containerized cargo through International North-South Transport Corridor (INSTC). (3) Conducted trials on agriculture produces for Value addition and introducing the technology of Ice Battery from Japan. (4) CONCOR is setting up a new Multi Modal Logistics Park at Manawala/ Amritsar. (5) It plans to commission three facilities / MMLPs in phased manner at Mundra and Dahej (Gujrat) and Jajpur (Odisha) in FY21.

Land License Fee- an Overhang

The Railway Ministry has demanded Rs 7.8Bn as Land License Fee for FY21 for the Okhla and Tughlakabad Terminals of CONCOR at Delhi. However, company believes that demand is not as per the Railway's extant policy. Rs 1.2Bn have been provided in Q1FY21 and expect this amount at Rs 4.5Bn for FY21. The recent change in the

Railways method for charging LLF at 6% of value of land can have significant impact on the financials of the company, thus it has surrendered 15 terminals which were built on the Railways' land. The impact is insignificant as revenue contribution was 4%. Volume from the other terminals been shifted to nearby terminals. Post this, the company operates its business from total 63 terminals. Earlier the company operated through 83 terminals in FY19 (vs. 72 terminals in FY18).

The company had built Sabarmati terminal on such IR's land. As per the lease arrangement & order of IR, the terminal is vacated and handed over to IR on 'as is where is basis'. IR has handed over the said land to National High Speed Rail Corporation (NHSRC). The Company, IR and NHSRC have agreed that NHSRC will replicate the structure of erstwhile Sabarmati Terminal at CONCOR's Khodiyar Terminal for CONCOR. Accordingly, NHSRC has replicated the gross block amounting Rs 315mn during the year at Khodiyar Terminal, and will be depreciated as per Company's accounting policy for Property, Plant & Equipment.

Exhibit 6: Historically addition of terminals

FY16	FY17	FY18	FY19
Khatuwas, (Rajasthan)	Ahmedgarh (Punjab)	Mihan (Nagpur)	MMLP Krishnapatnam (AP)
ICD in Baddi (HP)	Vizag (AP)	New Mangalore Port Trust (Mangalore)	MMLP Barhi (Haryana)
MMLP at Pantnagar ((domestic)	Krishnapatnam (AP)	Naya Raipur (Chhattisgarh)	CFS Bodhjungnagar (Tripura)
	Jharsuguda (Odisha)	Varnama (Vadodra)	
	Tihi (MP)	Balli (South Goa)	
		Paradip Port (Port Side Container Terminal).	

Source: Company, DART

Exhibit 7: Surrendering of 15 terminals

Sr No.	Terminals	Revenue (Rs mn)	Net Block	Remarks
1	Rewari	74	2	Rail handling facility is closed and land handed over to Railways. Road based terminal will continue and traffic will be cleared from Khatuwas railhead.
2	Ballabgarh	17	31	Business shifted to TKO/Delhi.
3	Babarpur	266	64	The existing traffic of Babarpur diverted to CONCOR's newly developed MMLP Barhi.
4	Madhosingh	9	19	Not viable for Business.
5	Desur	7	18	A railway has demanded land back.
6	Vishakhapatnam (CFCV)	12	23	The existing traffic of CFCV shifted to MMLP /Vizag.
7	Raipur	219	141	The existing traffic of Raipur shifted to MMLP/Naya Raipur.
8	Sabarmati	514	38	The terminal was handed over to Railways on demand for development of National High Speed Rail Corridor (NHRCL). All the traffic has been shifted to nearby MMLP Khodiyar.
9	Rourkela	78	21	Not viable for Business.
10	Tata Nagar	22	7	Not viable for Business.
11	Chinchwad	131	9	Not viable for Business.
12	Miraj	1	3	Not viable for Business.
13	Ratlam	9	36	Traffic has been shifted to newly developed nearby MMLP at TIHI/Indore.
14	Nagpur	1,267	188	The traffic of Nagpur is shifted to CONCOR newly developed MMLP/MIHAN in Nagpur.
15	Bhusawal	149	48	Not viable for Business.
Total		2,775	648	

Source: Company, DART

Adopting the Increasing use of IT for smooth operations

The company continues to adopt the Information Technology in its business operations. It adopted

(1) The VSAT based hybrid network has been upgraded with MPLS cloud covering all 63 terminals (2) The Terminal Management System for Domestic (DTMS), for EXIM (ETMS), ERP for Oracle Financial, HR Payroll, Container Repair System, Operation system and Data Warehouse Module for commercial applications on centralized architecture is used across all its locations/Regional Offices and Corporate Office (3) The web enabled Customer interface through a dedicated Web Server for customers (4) Customer feedback facility system along with Public Grievance lodging system (5) The Electronic-filing of documents on the Commercial System initially provided at ICD/Tughlakabad have now been extended to all EXIM terminals which enables the customers to file their documents electronically and make online payment. (6) CONCOR has been re-certified ISO/IEC-27001:2013 certification from STQC IT Certification Services (Ministry of Communication & Information Technology) for establishing an Information Security Management System (ISMS). (7) The e-tender system with e-payment facility for sale and EMD electronically, MSE exemptions has also been introduced. The site is integrated with online payment gateway for collection of fees. CONCOR has implemented reverse auction and has re-designed its Corporate website to the responsive website (8) e-Samarth application for Online Vigilance Clearances to handle bulk NOC request creation and approval and workflow driven system has been evolved. (9) Document Management System for Company Secretary Module, Reimbursement of Bills, e-meeting app for conducting paperless Board and Committee meetings of CONCOR and its Subsidiaries have been implemented (10) Launched mobile app for Exim e-filing (covering reports & queries) for its stakeholders. (11) CONCOR has launched its FMLM (First Mile Last Mile) mobile app to EXIM customers to facilitate end to end solutions. (12) concorindia.com, has introduced auto refund of EMD on e-tendering system. CONCOR has started bulk coal movement, in Commercial system necessary changes incorporated to capture same in system.

CONCOR has also implemented:

- (i) E-office replacing the physical files with electronic files as a step towards office automation and paperless working.
- (ii) E-contractor billing for online submission of invoices by contractors through their digital signature only and online payment by CONCOR.
- (iii) Know Your Container Location (KYCL) for online track and trace of container for its customers through mobile app, chatbot, etc.
- (iv) Bill Tracking System to its vendors through website.

COVID-19 Impacts the volumes in the year end

The Q4FY20 saw a volume decline of 4% YoY driven by 5% decline in EXIM offset by 2% growth in domestic volumes. The loss of volumes were attributable to (1) Free haulage of empty containers movement (2) Digital Assistance to customers for business (3) Timely availability of rakes against the indents (4) CONCOR terminals were nominated as extended gates for JNPT and Chennai Port to decongest the ports and to avoid road movement of containers to bare minimum.

Company Strategy

The company has formulated a strategy for further growth with profitability, despite the challenges of an increasingly competitive market. The strategy includes:

- Setting up of Multimodal Logistics Parks at strategic locations along the Dedicated Freight Corridors (DFC) and at major industrial estates.
- Setting up of Private Freight Terminals (PFT) with road bridging solutions.
- Increase in Double Stack Long Haul Trains and development of Rail Transshipment Hubs (RTH).
- To Make CONCOR a One Stop Logistics Solution and providing Services at the Customer's Door step.
- Providing more and more Value Addition Services such as Cross Docking, Wrapping, Labeling, Palletisation, Bar Coding, Inventory Management, KYCL, Mobile APP, customized to the requirements of the customers.
- To Venture into E-Business.
- To make a foray in Integrated Logistics and Manufacturing Zones (ILMZ).
- To venture internationally.
- Further growing in the Air Cargo Business
- To make foray into First Mile Last Mile (FMLM) services to the customers.
- CONCOR has already ventured into Coastal movement.
- CONCOR started Air Cargo handling of Un-accompanied Baggage Cargo (UBC) from Goa Airport.
- CONCOR started its new ultra-short haul Round Trips rail service between J.N. Port & Dronagiri Rail Terminal. This will help to decongest the port and shall facilitate trade & industry in a big way.

MEDIUM AND LONG TERM STRATEGY:

- CONCOR is exploring new Business in areas like First Mile Last Mile service and Distribution Logistics services to facilitate the trade.
- Exploring Agency Business and Bulk Cargo movement
- Exploring new Business avenues for Coal Transport Agency for major power generation
- Providing Coal transportation through Rail-Sea-Rail (RSR) mode on all rail routes.
- Enhance more double stack operations for efficient utilization of its rolling stocks, improve dwell time of containers on port and its terminals at a reduced logistics cost.
- Studying the freight designs being evolved for bulk transportation of Cement, Aggregate, Liquid cargo and Auto Cars etc. for new opportunities.
- Off shore presence in the neighboring countries

Risks:

- Over dependence on a single rail corridor for Exim Business. Any disruption in this sector can have serious repercussion on business.
- Land Acquisition – A big limitation
- Difficulty in arranging return cargo, empty running
- Large dependence on Railways as a transporter leaves CONCOR vulnerable to increases in haulage charges & policy changes.
- Over dependence on EXIM traffic & resultant exposure to vagaries of international business/trade trends.

Segmental Analysis

The company is primarily into 2 segments namely (1) Transportation of Containers (Rail & Road) (~80% of revenue) and (2) Handling of Containers (~12% of revenue).

Exhibit 8: Revenue Trend

Category wise revenues	FY16	FY17	FY18	FY19	FY20
Rail Transport	45,587	42,818	47,304	51,656	49,230
Road Transport	1,588	1,490	1,730	2,063	2,284
Handling & Transportation	5,774	5,920	6,630	7,519	7,997
Storage and Warehousing	3,398	3,129	2,534	1,620	1,262
Other Operating Income	1,080	1,064	1,929	3,277	4,655
Export Incentive	2,500	2,331	2,761	3,721	148
Rebates & Discounts	(709)	(690)	(896)	(1,038)	(839)
Total	59,217	56,061	61,993	68,819	64,738
Revenue Mix					
Rail Transport	77.0%	76.4%	76.3%	75%	72%
Road Transport	2.7%	2.7%	2.8%	3%	3%
Handling & Transportation	9.8%	10.6%	10.7%	11%	12%
Storage and Warehousing	5.7%	5.6%	4.1%	2%	2%
Other Operating Income	1.8%	1.9%	3.1%	5%	7%
Total	100%	100%	100%	100%	100%

Source: Company, DART

Exhibit 9: EXIM and Domestic segment wise breakup

Category wise revenues	FY19			FY20			Change YoY (%)
	EXIM	Domestic	Total	EXIM	Domestic	Total	
Rail Transport	39,163	12,493	51,656	37,244	11,986	49,230	(4.7)
Road Transport	1,383	680	2,063	1,289	995	2,284	10.7
Handling & Transportation	6,558	961	7,519	6,963	1,034	7,997	6.4
Storage and Warehousing	1,433	187	1,620	1,076	186	1,262	(22.1)
Other Operating Income	2,669	608	3,277	3,300	1,356	4,655	42.0
Export Incentive	3,721	-	3,721	148	-	148	(96.0)
Rebates & Discounts	(910)	(128)	(1,038)	(719)	(120)	(839)	(19.1)
Total	54,018	14,801	68,819	49,301	15,437	64,738	(5.9)

Source: Company, DART

Other operating income: includes Rs 93 mn vs Rs 92mn YoY as consultancy fees received from M/s Gateway Terminals India Pvt. Ltd and Coastal shipping ~Rs 1Bn vs Rs 195mn in FY19.

Export Incentive: Rs 148mn grant was under SFIS vs Rs 320mn in FY19, NIL income under EPCG (Rs 8.7mn in FY19) and NIL income under SEIS income vs ~Rs 3.4Bn YoY.

Subsidiary/JV/Associate

- The company has 5 Subsidiaries namely (1) Fresh and Healthy Enterprises Ltd. (FHEL) (2) CONCOR Air Ltd. (CAL) (3) SIDCUL CONCOR Infra Company Ltd. (SCICL) (4) Punjab Logistics Infrastructure Ltd. (PLIL) and (5) CONCOR Last Mile Logistics Limited
- No new subsidiary/associate/Joint Venture companies were sold or liquidated during the year.
- **CONCOR Last Mile Logistics Limited** was incorporated in January 2020 and is yet to commence its operations. Amongst JV/Associate companies (a) Container Gateway Ltd and (b) Angul Sukinda Railway Ltd are also yet to commence its operations.

Performance of Subsidiaries

Fresh and Healthy Enterprises (FHEL): Incorporated in 2006 provides complete cold chain logistics solutions for fruits and vegetables.

Re-engineer the Rai facility in phased manner: This Rai facility has been developed as Agri-logistics Centre in 2 phases. In the phase-1, CA Chambers will be converted into Chiller, Bonded Cold Store Warehouse and CA store with mezzanine floor. Here, fruit can be stored and retrieved in lots as required by the market. All necessary changes have been made for the storage of fruits and vegetables other than apples. Phase-1 is near completion.

CONCOR Air Ltd: It has made its presence felt at Chatrapati Shivaji Maharaj International Airport in the field of domestic and international air cargo related activities by entering into concession agreements with Mumbai International Airport Ltd. (MIAL). The primary purpose of the subsidiary was (1) To contribute in the development of Air Cargo business of the country by providing end to end solution to the customers through the mode of bonded trucking of Import/Export cargo from the various hinterlands to the Airports. (2) To provide warehousing facilities to International & Domestic Air Cargo and to facilitate the clearance of EXIM & Domestic Air Cargo.

Punjab Logistics Infrastructure Limited: Company has developed a MMLP in Punjab. It handled 19,330 Teus inwards and outward 7,132 TEUs. It handled 18 rakes of cars during the year. SILOS project is in progress.

SIDCUL CONCOR Infra Company Ltd. (SCICL): It has developed MMLP at Pantnagar located approx. 300 mts from Rudrapur-Haldwani State Highway and approx. one km. from the NH-87. SCICL is doing operations in both the stream i.e. EXIM and Domestic. It handled 478 rakes in FY20 vs 364 rakes in FY19. 37,898 TEUs was handles in FY20 vs 29,049 TEUs YoY. The JVC is expected to emerge as a major logistics service provider for rail logistics for the rapidly industrializing State of Uttarakhand.

CONCOR Last Mile Logistics Limited: Incorporated on 6th January, 2020 is yet to commence its operations. It will provide the services like developing warehousing (including customized warehousing for specialized cargo), warehousing and inventory management, distribution and first mile-last mile connectivity; develop freight terminals including Railway Goods sheds and intermodal, multimodal logistics parks (MMLPs) providing integrated handling, storage, warehousing, value added services, transportation, distribution with state of art facilities to achieve economy of scale and improve service levels; operate and manage freight terminals, goods sheds on rent/lease/hire/ownership; construct, develop and maintain wharf, circulating area, conforming to the best of industrial practices; and to construct, develop and maintain passenger terminals for efficient & smooth handling of passengers.

CONCOR and RZD Logistics: Signed MOU for promoting intermodal transportation of cargo over the International North-South Transport Corridor (INSTC). The companies will transport the cargo from India to Russia and vice-versa under a single invoice. This will benefit the importers and exporters of the countries. It will also help in reduction in transit time and cost of transportation compared to the existing transportation via Suez Canal. CONCOR is the leader in Rail container transport in India while M/s Russian Railways Logistics, Joint Stock Company is the largest multimodal logistics operator in the CIS and Baltic countries

Exhibit 10: Subsidiaries Performance

Name of the Subsidiary	Fresh & Healthy Enterprises Ltd	CONCOR Air Ltd.	Punjab Logistics Infrastructure Ltd.	SIDCUL CONCOR Infra Co. Ltd.	CONCOR Last Mile Logistics Ltd.
Equity Share Capital	2,150.1	366.5	1,985.2	994.8	10.0
Reserves & Surplus	(1,786.2)	1.9	(227.3)	(91.1)	(9.2)
Total Assets	4,038.9	706.9	2,498.5	1,151.5	10.0
Total Liabilities (including Equity)	4,038.9	706.9	2,498.5	1,151.5	10.0
Investments	-	-	-	-	-
Turnover	23.0	503.5	315.2	128.4	-
PBT	(64.5)	98.8	(81.8)	(22.2)	-
Provision for Taxation	-	26.8	(91.3)	(88.3)	-
PAT	(64.5)	72.0	9.5	66.0	-
Shareholding (%)	100	100	51	74	100

Source: Company, DART

Exhibit 11: Associate/JV Performance

Name of the Associate/JV	Star Track Terminals Pvt. Ltd.#	Transworld Terminals Dadri Private Limited	Gateway Terminals India Pvt. Ltd.	CMA-CGM Logistics Park (Dadri) Pvt. Ltd.	India Gateway Terminal Pvt. Ltd.#	TCI CONCOR Multimodal Solutions Pvt. Ltd.
CONCOR's Holding (%)	49	49	26	49	12	49
Investments	47	54	1,178	1	546	34
Networth attributable to Shareholding	401	637	10,618	338	(1,944)	116
Considered in Consolidation	22	27	211	64	(18)	8

Source: Company, DART

Exhibit 12: Associate/JV Performance

Name of the Associate/JV	Container Gateway Ltd.	Allcargo Logistics Park Pvt. Ltd.	Angul Sukinda Railway limited	HALCON	Himalayan Terminals Pvt. Ltd.	Pipavav Integrated Logistics - HUB (PILH)
CONCOR's Holding (%)	49	49	26	50	40	50
Investments	1	37	1,560	32	5	50
Networth attributable to Shareholding	0	257	7,247	94	124	88
Considered in Consolidation	-	45	1	5	30	(6)

Source: Company, DART

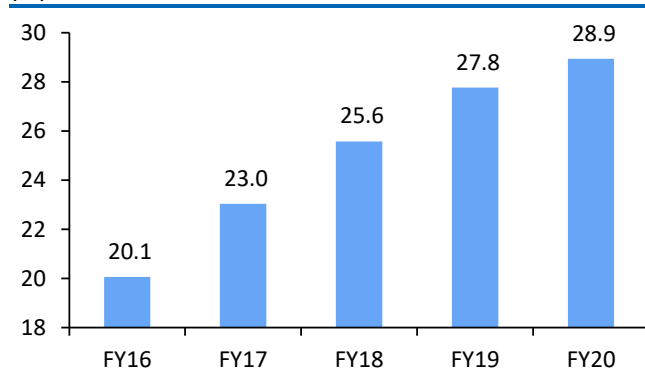
Financial Analysis

Cost Analysis:

Operating expenses: Over the past few years, the total terminal charges have been declining from ~71% in FY16 to ~62% in FY20 primarily driven by improvement in Rail freight expenses (~82%+ of total terminal charges) as a % of sales from ~62% to ~51% over past five years. To retain market share along with maintaining the margins in containerized rail transportation, it is improving service experience, taking innovative steps in marketing, meeting customer's expectations and creating new business verticals. The running of double stack trains from Mundra/Pipavav Ports to Khatuwas and vice-versa has helped in containing the cost of empty running, enhancing rail co-efficient and has made our services more competitive

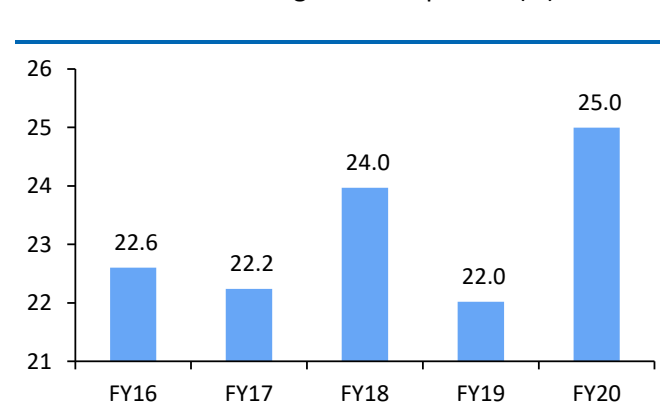
Rail freight Gross margin improves in FY20: Rail freight gross margin expanded to 28.9% in FY20 vs. 27.8/25.6% in /FY19/FY18, benefitting from double stack operations and contained empty positioning charges. Overall margins too improved.

Exhibit 13: Rising trend in Rail freight Gross margin (%)



Source: Company, DART

Exhibit 14: EBITDA margins too Improved (%)



Source: Company, DART

Handling charges: Handling and other operating expenses includes Rs 668mn (FY19: Rs 626mn) and Rs 117mn (FY19: Rs 148mn) towards power and fuel and consumption of stores and spare parts respectively.

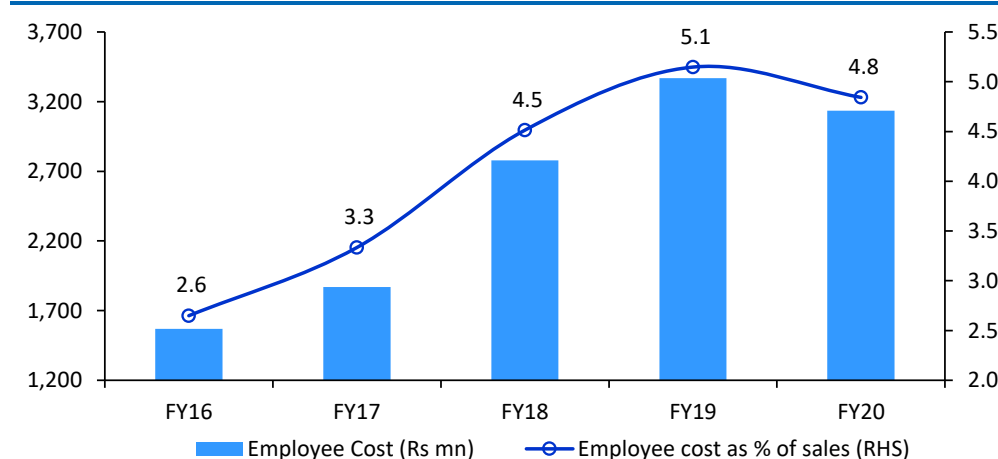
Exhibit 15: Terminal Charges Trend

Terminal/Service Charges (INRm)	FY16	FY17	FY18	FY19	FY20
Rail Freight Expenses	36,443	32,952	35,204	37,314	34,984
Road Freight Expenses	1,210	1,060	1,333	1,574	1,764
Handling Expenses	2,057	2,147	2,270	2,583	2,492
Land License Fee	1,035	1,716	1,572	1,833	397
Other Operating Expenses:	1,239	1,163	1,302	1,871	2,832
Total terminal Charges	41,984	39,588	41,683	45,175	42,468
Terminal Charges as % of Net Rev	70.9	69.6	67.2	65.6	61.7
Rail Freight Expenses	61.5	58.8	56.8	54.2	50.8
Road Freight Expenses	2.0	1.9	2.2	2.3	2.6
Handling Expenses	3.5	3.8	3.7	3.8	3.6
Land License Fee	1.7	3.1	2.5	2.7	0.6
Other Operating Expenses:	2.1	2.1	2.1	2.7	4.1
Aggregate Terminal Charges per TEU	14,358	12,761	11,802	11,797	11,332
YoY change (%)	16.6	(11.1)	(7.5)	(0.0)	(3.9)

Source: Company, DART

Employee cost: Declined by 6.9% YoY on account of lesser provision for various elements for employee's remuneration like performance related pay. FY20 saw a fall in employee cost as % of sales to 4.8% vs 5.1% YoY (2.6% in FY16).

Exhibit 16: Moderation in employee cost in FY20



Source: Company, DART

Balance Sheet & Cash Flow Analysis

Share capital: No changes in share capital.

Gross Block: Saw an addition of Rs 13Bn vs Rs 9.5Bn YoY primarily driven by plant & Machinery and Land addition.

Gross debt: Remained debt free company.

Interest cost: The interest cost includes Rs 280mn towards Interest Exp-Lease Liability - IND AS 116 while paid Rs 62mn for short term working capital loan for 3 months at 8.45% amounting Rs 7Bn towards Advance Rail Freight payment of Rs 30Bbn.

Exceptional item: Amounts Rs 8.81Bn including Rs 8.6Bn of SEIS income and Rs 206mn of impairment of investment in FHEL. The DGFT sent a letter dated 26th September 2019 to the company stating that services towards customs transit of foreign liners sealed containers by rail transport placed under customs control to/from ICDs are not eligible for SEIS.

Investments: Saw a marginal jump of 3% YoY in investments to Rs 14.4Bn vs Rs 14Bn YoY.

Capex (As per CF) stood at Rs 10.5Bn vs run-rate of ~7-9Bn in previous 5 years.

The cash flow from operations stood at Rs 42.7Bn vs Rs -20.5Bn YoY. The trade receivable days increased from 5 days to 9 days, while payable stood at ~12 day vs 25 days in FY19 and inventory days remained stable at 2 days. Thus overall Working Capital days stood at -1 days vs -18 days YoY.

Exhibit 17: Operating cash flow after Working Capital grew in FY20

(Rs mn)	FY18	FY19	FY20
Operating Cash flow before WC changes	15,540	18,269	17,313
Working Capital changes	1,099	(33,386)	26,758
Direct Tax paid	(3,360)	(5,404)	(1,382)
Net Cash generated from operating activities	13,279	(20,521)	42,689

Source: Company, DART

Other Highlights

- Foreign currency outgo on account of business related activities, including import of stores and capital goods was Rs 1.38Bn vs Rs 2.36Bn YoY
- Announced total dividend of Rs 3.6/share (Rs 2.85/share as final dividend).
- Donated Rs 300mn to PM CARES Fund for COVID-19
- The Company has adopted public procurement policy for goods procured and services rendered by Micro and Small Enterprises (MSEs).
- Old unserviceable containers are being auctioned to enable re-use of the good quality metal (<5%).
- CONCOR has its e-waste policy. The percentage of recycling of e-waste products is more than 10%.
- CONCOR is also engaged with various Government departments, groups, associations and other entities which include SCOPE, Federation of Indian Exporters Association (FIEO), Association of Container Train Operators (ACTO), North India Streamer Agent Association (NISAA), Container Shipping Line Association(CSLA), and others Industries Bodies like Confederation of Indian Industry (CII), PHD Chamber of Commerce, FICCI and AIMA.

Exhibit 18: Remuneration

(Rs mn)	Designation	FY19	FY20	YoY (%)
Shri V. Kalyana Rama	Chairman and MD	8.8	7.9	(10.6)
Shri Pradip K. Agrawal	Director (Domestic Division)	8.8	8.1	(7.4)
Shri Sanjay Swarup	Director (International Marketing & Operations)	6.8	5.5	(18.5)
Shri Rahul Mithal	Director (Projects & Services)	6.6	5.8	(11.8)
Shri Manoj Kumar Dubey*	Director (Finance) & CFO (wef Oct 2018)	2.0	4.2	(12.1)
Shri Harish Chandra	Company Secretary	7.3	6.4	(13.4)

Source: Company, DART, *Annualized

- Shri Jaya Sankar M. K. was appointed as non-official independent Director by the Board w.e.f. 30th July 2019 for a period of 3years.
- Shri Kamlesh Shivji Vikamsey and Shri Sanjeev S. Shah were re-appointed as non-official independent Director w.e.f. 01.04.2019 for a period of 1 year by the Board on 31st July 2019 upto 31st March 2020
- Shri Sanjay Bajpai, Govt. Nominee Director (upto 26th January 2020)
- Shri Piyush Agarwal, Govt. Nominee Director (w.e.f. 27th January 2020 upto 31st March 2020)
- Shri Sudheer Kumar, Govt. Nominee Director (w.e.f. 11th May 2020 upto 30th June 2020)
- Total no of employees stood at 1426 vs 1464/1473 in FY19/FY18 respectively while income per employee declined to Rs 47.4mn vs Rs 49.3mn YoY

Exhibit 19: Management Expertise

Name	Designation	Description
SHRI V. KALYANA RAMA	Chairman and MD	He is a Mechanical Engineer with ICWAI (Inter). An Indian Railway Traffic Service (IRTS) officer of 1987 batch. Prior to joining Board of Directors of CONCOR as Director (Projects & Services), he held various assignments such as ED, Chief GM in CONCOR. He has been professionally trained in Railways and multi modal transport logistics. He was instrumental in development of container depots in South Central and Southern regions of CONCOR. He has been involved in all the developmental planning and operational activities of EXIM and Domestic cargo at the various dry port terminals of CONCOR. He was also CEO of M/s TCI CONCOR Multimodal Solutions Private Limited, a JV of CONCOR. He has wide experience in the field of Engineering, System design, Railway & multi modal logistics operations and Project planning and commissioning.
SHRI PRADIP K. AGRAWAL	Director (Domestic Division)	He has worked for IR for more than 17 years on various important assignments, both at Divisional and Zonal Headquarter level covering operations, commercial, marketing and safety of Indian Railways. He joined CONCOR in the year 2006 as GGM (Ops)/Western Region, thereafter, worked as Chief GM, Western Region for four years. During his tenure, he has successfully managed CTO for the Region which includes JN Port and various CFSs and ICDs in the Region. He has also worked as CEO for APM Terminals, Mumbai (GTIPL) for five years before joining as Director (Domestic Division), CONCOR. There has been an overall improvement in the revenue per TEU, operating margin and profitability. Various new initiatives have also been taken by bringing new segment of traffic, introducing Corporate customers, bringing Business Associates Policy, etc. which has been able to attract more market share. The other new initiatives include starting of Coastal Services, Distribution Logistics in CONCOR and First Mile Last Mile (FMLM) services.
SHRI SANJAY SWARUP	Director (International Marketing & Operations)	He belongs to 1990 Batch of Indian Railway Traffic Service (IRTS). His more than three decades career spans a range of assignments in Public Sector and Government. He started his career in BHEL and worked there for more than 4 years. Thereafter, he has worked with IR in various areas like Operations, Commercial, Safety and Information Technology functions. He has worked in CONCOR in various capacities in Operations and Management of Dry Ports, International Marketing, Commercial and Operations at Pan India level. He has rich experience in the design of Dry Ports and MMPLs. He is deeply involved in the Strategic Planning function of the Company. He has been trained at Maxwell School of Syracuse University (USA), Antwerp Port, Belgium and at several Institutes in India. Shri Sanjay Swarup has presented number of papers in leading National and International conferences in the areas of Multi Modal Logistics, Dry Ports and SCM.
SHRI RAHUL MITHAL	Director (Projects & Services)	He has had a long stint of more than 20 years in various key positions in IR. He has a wide exposure of various aspects of Design and Maintenance of Rolling Stock and Handling Equipment and has held various key assignments of Operations and Maintenance in the Railways. In the last 9 years in CONCOR, he has been closely associated with the Planning, Execution and Monitoring of various mega Projects and has played a key role in drafting the Strategic Plan: Vision 2020 of the Company. He also holds the additional qualification of MBA (Finance) from JBIMS, Mumbai and is a Fellow of the Institution of Mechanical Engineers (UK) and a Chartered Engineer, registered with the Engineering Council (UK).
SHRI MANOJ KUMAR DUBEY	Director (Finance) & CFO	Shri Manoj Kumar Dubey took over as Director (Finance) & CFO, CONCOR w.e.f. Oct 2018. He cleared his Civil Service in very first attempt and joining IRAS of 1993 batch. Being entrusted as Director/Executive Director in PPP Directorate and Finance Commercial Directorate in Railway Board for last five years, Shri Dubey has been associated in many prestigious projects like setting up of Loco Factories through PPP/FDI for IR at Madhepura and Mahrora; has been functioning pivotally in High Speed Rail of Indian Railways, and that in DFC of Railways as key financial advisor to Infrastructure Directorate. He has also developed expertise in Tariff structuring of freight and passenger trains as well as for catering and tourism contracts at strategic level. He has the experience of drafting many Cabinet Notes and has vast experience of International Competitive Bidding for Mega Projects. Shri Dubey was in the Board of Directors of a JV Company of General Electricals of USA and IR, Alstom of France and IR, and a JV Company of NMDC, SAIL and Indian Railways.
SHRI MANOJ KUMAR SRIVASTAVA	Director (Government Nominee)	Executive Director/Traffic Transportation (Freight), Railway Board, is an officer of the Indian Railway Traffic Service of 1988 batch. He is a PG in Geology and has vast experience in Railway Operations, Commercial working and General Administration. He has worked at various senior positions in the Indian Railways which include Dy. COM/FOIS, Dy. COM/Goods, Sr. DOM at Moradabad, Director (Co-ord), CFTM at Northern Railway and ED/PP and is presently posted as Executive Director/Traffic Transportation (Freight), Railway Board. He has held the key charges of passenger operations, freight operations and general administration on Zonal Railways.

Source: Company, DART

Exhibit 20: Transaction with Related party

Name of Related Party	Salient features	Nature of Contract
Star Track Terminals Pvt. Ltd.	Agreement for setting up & managing CFS at Dadri/U.P.	JV agreement dt. 31.01.2003 (CONCOR's share holding 49%)
Albatross Inland Ports Pvt. Ltd.	Agreement for setting up & managing CFS at Dadri/U.P.	JV agreement dt. 13.05.2004 (CONCOR's share holding 49%)
Gateway Terminals India Pvt. Ltd.	A JV with APM Terminals Mauritius Ltd. for third berth at JN Port, Mumbai.	JV agreement dt. 01.07.2004 (CONCOR's share holding 26%)
CMA-CGM Logistics Park (Dadri) Pvt. Ltd.	Agreement for setting up & managing CFS at Dadri/U.P.	JV agreement dt. 03.02.2004 (CONCOR's share holding 49%)
Himalayan Terminals Pvt. Ltd.	A JV with Nepalese Enterprises & Transworld group of companies for management and operation of rail container terminal at Birgunj (Nepal).	JV agreement dt. 23.06.2004 (CONCOR's shareholding 40%)
India Gateway Terminal Pvt. Ltd.	A JV with Dubai Port International (DPI) for setting up and managing Container Terminals at Cochin	Agreement dt.31.01.2005 (CONCOR's shareholding 11.87%)
TCI CONCOR Multimodal Solutions Pvt. Ltd.	A JV with Transport Corporation of India Ltd. (TCIL) to provide integrated logistics services across the country.	JV agreement dt. 28.03.2007 (with RLPL) 13.10.2010 with TCIL (CONCOR's shareholding 49%)
Container Gateway Ltd.	A JV with Gateway Rail Freight Ltd. for operations of existing rail/road container terminal at Garhi Harsaru, Gurgaon (Haryana)	JV agreement dt.26.03.2007 (CONCOR's shareholding 49%)
Allcargo Logistics Park Pvt. Ltd.	A JV with Allcargo Global Logistics Ltd. for setting up and running CFS at Dadri.	JV agreement dt.26.02.2008 (CONCOR's shareholding 49%)
HALCON	A business arrangement with Hindustan Aeronautics Ltd. for operating an air cargo complex & ICD at Ozar airport, Nasik.	JV agreement dt.26.09.2005 (CONCOR's shareholding 50%)
SIDCUL CONCOR Infra Company Ltd.	A JV with SIIDCUL of Uttarakhand) for the development of logistics park in the state of Uttarakhand.	JV agreement dt.17.01.2013 (CONCOR's shareholding 74%)
Punjab Logistics Infrastructure Ltd.	Venture with Punjab CONWARE for development of multimodal logistics Park near Kila Raipur on feeder route of western DFC over 150 acres of land.	JV agreement dt.13.03.2013 (CONCOR's shareholding 51%)
Fresh & Healthy Enterprises Ltd.	To create world class cold storage infrastructure in the country and to provide complete cold chain logistics solutions to the various stakeholders in this field.	Wholly owned Subsidiary
CONCOR Air Ltd.	To construct, develop, operate and manage a new Domestic Cargo Terminal [Santacruz Air Cargo Terminal (SACT)] at Chatrapati Shivaji International Airport (CSIA), Mumbai on Build, Own, Operate and Transfer (BOOT) basis.	Wholly owned Subsidiary
Angul Sukinda Railway limited	To finance, construct, operate, maintain and manage the proposed new rail line from Angul to Sukinda (104 km) in the state of Odisha.	Agreement dt. 19.01.2015 (CONCOR's shareholding 26%)
CONCOR BATS Airport Services	A business arrangement with Bangalore Airport Terminal Services Pvt Ltd (BATS) to undertake Ground Handling Services including Ramp and Tarmac services, Flight Handling Services and other allied air cargo related activities on pan India basis.	Agreement dt. 12.06.2018 (CONCOR's share 50%)
CONCOR Last Mile Logistics Ltd	To develop freight terminals Including Railway Goods sheds and intermodal, MMLPs providing Integrated handling, storage, warehousing, VAS, transportation, distribution customized warehousing for specialized cargo, inventory management and first mile last mile connectivity.	Wholly owned Subsidiary

Source: DART, Company

Exhibit 21: Rating

Rating Agency	Facility	Amount (Rsmn)	Rating/Outlook
CARE	Long term Non-Fund based Bank Facilities	4,620	CARE AAA; Stable

Source: Company, DART

Exhibit 22: Shareholding of Top Ten Shareholders – CONCOR

Sr. No.	Particulars	FY19	FY20
1	ICICI Prudential Mutual Fund	1.79	2.80
2	Matthews Pacific Tiger Fund	2.81	2.64
3	Kotak Mahindra Mutual Fund	0.94	2.19
4	Life Insurance Corporation Of India	3.08	1.62
5	Hermes Investment Funds Public Limited Company	1.28	1.14
6	UTI Mutual Fund	1.29	1.13
7	Government Of Singapore	0.47	1.11
8	Aberdeen Global Indian Equity Limited	1.48	1.03
9	Government Pension Fund Global	0.43	0.74
10	Wellington Trust Company	0.52	0.70
11	Reliance Mutual Fund	0.08	0.65
12	Newport Asia Institutional Fund LP	0.64	0.63
13	Fidelity Funds – Asia Focus Fund	0.57	0.62
14	Azim Premji Trust	0.70	0.31
15	HDFC Mutual Fund	0.43	0.00

Source: Company, DART

Profit and Loss Account

(Rs Mn)	FY19A	FY20A	FY21E	FY22E
Revenue	65,427	64,738	54,276	66,043
Total Expense	51,019	48,555	46,141	54,730
COGS	45,175	42,468	40,822	48,588
Employees Cost	3,368	3,135	3,039	3,368
Other expenses	2,477	2,952	2,280	2,774
EBIDTA	14,407	16,183	8,135	11,313
Depreciation	4,246	4,541	5,264	5,487
EBIT	10,162	11,642	2,871	5,825
Interest	7	81	0	0
Other Income	3,342	2,797	1,981	2,411
Exc. / E.O. items	0	(8,611)	0	0
EBT	13,497	5,748	4,852	8,236
Tax	3,785	4,127	1,221	2,073
RPAT	9,712	1,621	3,631	6,163
Minority Interest	0	0	0	0
Profit/Loss share of associates	0	0	0	0
APAT	9,712	10,232	3,631	6,163

Balance Sheet

(Rs Mn)	FY19A	FY20A	FY21E	FY22E
Sources of Funds				
Equity Capital	3,046	3,046	3,046	3,046
Minority Interest	0	0	0	0
Reserves & Surplus	1,00,632	97,601	1,06,066	1,10,688
Net Worth	1,03,679	1,00,647	1,09,113	1,13,735
Total Debt	185	0	0	0
Net Deferred Tax Liability	1,616	0	0	0
Total Capital Employed	1,05,479	1,00,647	1,09,113	1,13,735

Applications of Funds

Net Block	41,947	49,694	49,430	49,443
CWIP	6,247	9,375	9,469	9,564
Investments	14,029	14,441	14,441	12,941
Current Assets, Loans & Advances	63,845	42,158	54,103	59,782
Inventories	233	261	316	300
Receivables	884	1,591	1,636	1,990
Cash and Bank Balances	1,704	21,686	28,765	31,251
Loans and Advances	61,025	18,620	23,386	26,240
Other Current Assets	0	0	0	0
Less: Current Liabilities & Provisions	20,589	15,020	18,330	17,993
Payables	0	0	0	0
Other Current Liabilities	20,589	15,020	18,330	17,993
<i>sub total</i>				
Net Current Assets	43,256	27,138	35,773	41,788
Total Assets	1,05,479	1,00,647	1,09,113	1,13,735

E – Estimates

Important Ratios

Particulars	FY19A	FY20A	FY21E	FY22E
(A) Margins (%)				
Gross Profit Margin	31.0	34.4	24.8	26.4
EBIDTA Margin	22.0	25.0	15.0	17.1
EBIT Margin	15.5	18.0	5.3	8.8
Tax rate	28.0	71.8	25.2	25.2
Net Profit Margin	14.8	2.5	6.7	9.3
(B) As Percentage of Net Sales (%)				
COGS	69.0	65.6	75.2	73.6
Employee	5.1	4.8	5.6	5.1
Other	3.8	4.6	4.2	4.2
(C) Measure of Financial Status				
Gross Debt / Equity	0.0	0.0	0.0	0.0
Interest Coverage	1373.2	144.3		
Inventory days	1	1	2	2
Debtors days	5	9	11	11
Average Cost of Debt	3.7	87.5		
Payable days	0	0	0	0
Working Capital days	241	153	241	231
FA T/O	1.6	1.3	1.1	1.3
(D) Measures of Investment				
AEPS (Rs)	15.9	16.8	6.0	10.1
CEPS (Rs)	22.9	24.2	14.6	19.1
DPS (Rs)	6.8	3.6	1.5	2.5
Dividend Payout (%)	42.9	21.4	25.0	25.0
BVPS (Rs)	170.2	165.2	179.1	186.7
RoANW (%)	9.8	10.0	3.5	5.5
RoACE (%)	9.6	10.0	3.5	5.5
RoAIC (%)	11.3	12.7	3.6	7.2
(E) Valuation Ratios				
CMP (Rs)	375	375	375	375
P/E	23.5	22.3	62.9	37.1
Mcap (Rs Mn)	2,28,548	2,28,548	2,28,548	2,28,548
MCap/ Sales	3.5	3.5	4.2	3.5
EV	2,27,028	2,06,862	1,99,783	1,97,297
EV/Sales	3.5	3.2	3.7	3.0
EV/EBITDA	15.8	12.8	24.6	17.4
P/BV	2.2	2.3	2.1	2.0
Dividend Yield (%)	1.8	1.0	0.4	0.7
(F) Growth Rate (%)				
Revenue	6.3	(1.1)	(16.2)	21.7
EBITDA	(2.4)	12.3	(49.7)	39.1
EBIT	(6.2)	14.6	(75.3)	102.9
PBT	(2.6)	(57.4)	(15.6)	69.7
APAT	(6.8)	5.4	(64.5)	69.7
EPS	(6.8)	5.4	(64.5)	69.7

Cash Flow

(Rs Mn)	FY19A	FY20A	FY21E	FY22E
CFO	18,269	17,313	8,135	11,313
CFI	(2,397)	(8,240)	(3,113)	(1,684)
CFF	4,805	(14,467)	4,835	(1,541)
FCFF	(27,601)	32,188	263	116
Opening Cash				
Closing Cash				

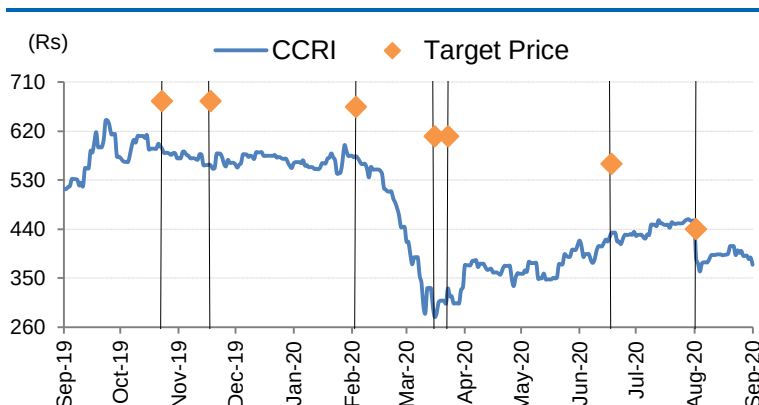
E – Estimates

DART RATING MATRIX

Total Return Expectation (12 Months)

Buy	> 20%
Accumulate	10 to 20%
Reduce	0 to 10%
Sell	< 0%

Rating and Target Price History



Month	Rating	TP (Rs.)	Price (Rs.)
Oct-19	Buy	675	588
Nov-19	Buy	675	557
Feb-20	Buy	665	575
Mar-20	Buy	610	279
Mar-20	Buy	610	332
Jun-20	Buy	560	434
Aug-20	Accumulate	440	386

*Price as on recommendation date

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Analyst(s) Certification

The research analyst(s), with respect to each issuer and its securities covered by them in this research report, certify that: All of the views expressed in this research report accurately reflect his or her or their personal views about all of the issuers and their securities; and No part of his or her or their compensation was, is, or will be directly or indirectly related to the specific recommendations or views expressed in this research report.

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